



Date	16 April 2026
Item	09:00
Title	Director of Policy and Governance Report
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Purpose	This paper provides a summary of the stakeholder perceptions research
Recommendation	To NOTE the update
Timing	We intend to have a further discussion about the implications and responding to the findings at the May strategy session
Impact assessment	
Impact on Regulatory Objectives	The findings are intended to inform our regulatory activity related to the following regulatory objectives: <ul style="list-style-type: none"> • Public interest • Consumer interest • Independent, strong, diverse profession
Implications for resources	No additional resource implications at this stage.
Impact on consumer empowerment	
Impact on ongoing competence	
Publication status	Cover Paper only for Publication
Appendices	09.01 Stakeholder Perceptions Research

Background

1. CRL commissioned Enventure Research to conduct stakeholder perceptions research to inform our stakeholder engagement and strategy.
2. Enventure Research employed both quantitative and qualitative methodologies to test stakeholders' views on CRL and its performance.
3. A summary of the findings are annexed to this paper, which I will present to the Board at the meeting. Enventure previously presented the findings to the Chairman and Executive team before Easter. The full report of the findings is available to Board members on request.

Findings

4. The research presents a mixed picture, with the Mazur judgment having a marked impact on perceptions.
5. The quantitative survey of CILEX members showed that perceptions are somewhat negative, particularly among those practicing litigation. Qualitative research participants provided a more balanced view.
6. The research points to clear challenges for CRL. These include:
 - a. Low trust levels among the regulated community. While Mazur worsened perceptions of CRL, some of these issues were pre-existing
 - b. Confusion between CRL and CILEX (and expectations on CRL that go beyond our regulatory remit)
 - c. Achieving meaningful engagement with the regulated community
 - d. Clear understanding of our strategy and role

Next steps

7. The findings are presented to the Board for initial consideration.
8. The Executive intend to have a broader discussion with the Board at the May Strategy session on how CRL responds to the findings.
9. To do this, we pose these questions for discussion:
 - a. Do the findings tally with your expectations and/or current engagement with stakeholders?
 - b. To what extent does Mazur affect our response to the findings?